

APPENDIX G

TESTING OF MOBILIZATION MANPOWER PLANS

A. TESTING IN MAJOR EXERCISES

Exercises that are Major Command or Service-wide can be excellent testing mechanisms for the installation. They impose external and sometimes unexpected demands on the installation, permitting it to test its plans, analyze the results and revise the plans if necessary. Some major exercises, however, do not fully test every element on the installation, leaving parts of the installation plan unevaluated. This appendix suggests an approach the installation can use to improve the depth and breadth of testing and evaluation.

B. IDENTIFICATION OF SEPARABLE UNITS OF ANALYSIS

1. Division of the plan into phases

The plan should be divided for evaluation if not already organized into time phases. Phase changes are useful whenever the mission, organization or workload changes significantly in the plan.

2. Division into organizational elements

Similarly the evaluator can break the installation down into organizational elements for analysis. Each element should be separable from others such that inputs to the element and outputs from it can be identified. In the first such evaluation, these elements should be rather large and represent major functional, as well as organizational, areas.

3. Possible need for subphases

Any element identified for evaluation may need a further division of one or more of the plan phases. This can happen because the element's workload or manning is scheduled to change during one of the plan phases.

4. Unit of analysis

A unit of analysis, for use of this procedure, is one organizational element in one phase (or subphase) of the plan.

C. PRIORITIES OF UNITS OF ANALYSIS

A detailed examination of every unit of analysis may require a long time, so to ensure that the most critical units of analysis are addressed, they should receive first priority. That priority is based on the criticality of the unit of analysis to the success or failure of the plan as a whole. Thus, analysis can be complete and corrective action well underway on the top priorities before examination begins on the lowest priorities.

D. EXAMINATION OF EACH UNIT OF ANALYSIS

1. The baseline

The normal peacetime operation of the organizational element is probably the best place to begin. Are statistics available on its inputs (directives, materials, patients, etc.)? Its outputs? Its average on-duty strength? If the data is not on hand, can it be obtained? If not are reasonably good estimates possible?

2. The mobilization situation

The plan analyst now needs mobilization estimates for the unit of analysis that parallels the baseline information. If the information is not in the plan can it be estimated? If it cannot be estimated, a realistic exercise may be the only way to test this unit of analysis. If reasonable estimates are possible, then a comparison with the peacetime baseline should permit a conclusion on how well the unit of analysis will work in a mobilization.

3. Testing the unit of analysis

a. A mini-exercise to test the unit of analysis may be needed. The need may be critical if important data is not otherwise available or if the planned mobilization operation of the element is sufficiently different from peacetime to make a comparison. Even if neither of those conditions exists, a mini-exercise may be very important to the plan as a whole if the unit of analysis is critical to the success of the entire plan.

b. A mini-exercise, to be useful, requires careful design. It is important to know what questions the exercise should answer and to plan it in a way that will ensure answers to those questions. The organizational element can be isolated from normal day-to-day business, provided with the expected types of mobilization inputs and carefully monitored for resulting performance. At the same time that the element is isolated, it should remain in its normal location if that is where it is expected to work in mobilization. On the other hand if the plan calls for it to move then it should be tested in its mobilization quarters. There must be enough testing personnel in contact with the element being exercised to simulate all the expected external contacts in mobilization. The exercise must last long enough to attain its objectives (not easy in peacetime environment with daily pressures demanding attention).

E. INSTALLATION LEVEL ANALYSIS

1. The test plan

The installation, of course, should schedule analyses and mini-exercises to determine whether the installation mobilization manpower plan is workable. In addition to testing in priority order, there should be a basically common scenario for all the analyses and mini-exercises. Some variations are possible to ensure a full test of each functional area. The results at any time in the testing program should provide the clearest picture possible of the viability of the installation plan as a whole. If analysis alone gives very reliable results, then no exercise is needed for that unit of analysis.

2. Results

Installation planners should seek several types of results from their testing of the plan. Does the installation need a more **complete** or clearer statement of its mobilization responsibilities? Does the **priority** assigned to units of analysis hold up or does the plan prove highly dependant on one **or** more low priority elements and affected **very** little by others of high priority? If some units of analysis prove to be stretched too much and others too little what courses of action can resolve the imbalance? Most importantly could the installation accomplish its mission using the plan? If not, what can the installation itself do about it?

F. PROGRESSION

A strong, persistent program over a period of several years can ensure, as much as possible, that the installation plan will work and work well. Such a Program **will** include an annual cycle of analyses and tests of units of analysis. It will also include the thoughtful testing of the plan as a whole in major exercises. These can be excellent opportunities to obtain answers to questions important to the installation that may be difficult to answer by the installation itself in isolation.